



Rector's Decree No. 496/2018

CALL FOR APPLICATIONS

SECOND-LEVEL UNIVERSITY MASTER PROGRAMME in "Management of Innovation - MAINS" 2018/19 ACADEMIC YEAR

Art. 1 – Start up

The Institute of Management of Sant'Anna School of Advanced Studies of Pisa has activated a new edition of the second-level University Master Programme in *Management of Innovation - MAINS*, pursuant to art. 3 of the Charter.

The Master Programme will be held at the Sant'Anna School of Advanced Studies in Pisa, Via Cardinale Maffi, No. 27, starting on January 16th, 2019 and ending on December 18th, 2019.

The official language is English.

Annex A is an integral part of this call for applications, and provides summary information regarding the Master Programme:

- starting date and ending date;
- educational objectives;
- teaching and internal structure;
- number of ECTS (TC) required to gain the degree;
- number of places available;
- deadline to submit the application;
- admission to the selection procedure;
- fees requested to attend the Master Programme and method of payment;
- grants and methods of allocation of scholarships.

Art. 2 - ECTS

Obtaining a Master's Degree gives entitlement to European Credit Transfer and Accumulation System (ECTS), in accordance with the details indicated in annex A).

Acquiring ECTS is subject to passing the intermediate and final learning assessment tests and complying with the attendance obligations envisaged in the Master Programme procedural guidelines for students.

Art. 3 – Educational objectives

The Master Programme has the educational objective of providing knowledge, methods and instruments, which focus on the management of innovation. This intensive full-time program has been designed for high potential students who want to build competences in general management, and at the same time, aspire to have a strategic impact in the organization they will work for, operating in the area of innovation. As a complex and inspiring discipline, innovation requires critical thinking, skills and determination; that is why Master MAINS recruits bright students in a variety of disciplines and builds a real interdisciplinary environment, with the aim to develop a broad and in-depth understanding of innovation dynamics in the age of digital transformation.

To achieve this goal, Master MAINS provides a first-class curriculum, covering the diverse areas linked to innovation, from strategy and business model innovation to Big Data, R&D management, management of "industry 4.0"



technologies, Project and Risk management, Knowledge and Change management, and many other topics. This wide range of courses allows the students to grasp all the mega trends in the innovation area, building both analytical and communication tools.

Students enrolled in the Master MAINS live a challenging intellectual and interdisciplinary experience, interacting with leading scholars, first-class partner firms, and the academic and business opportunities of Sant'Anna School.

Art. 4 – Professional opportunities

This program is the unique gateway towards first-class careers in the area of innovation management. Graduates in Master MAINS can hold managerial roles in Companies or Institution (private or public) operating in the industrial, financial and service sectors, as well as in the public administration. Master MAINS alumni start their career at top recruiting companies, in various paths: consulting firms, large manufacturing and services companies, financial institutions, Venture-Capital Funds and Financing of Innovation.

Partner firms are deeply involved in the life of the program: many experts from the field hold classes as well as numerous workshops throughout the year. Furthermore, innovation labs, project proposed by partner firms, allow the students to tackle a real-life innovation issues, which is a fantastic opportunity to understand tangibly the operational reality of the development of innovative activities.

The 'real-life' knowledge the students learn throughout the program is one of the main reasons graduates have an extremely high placement success rate.

Art. 5 - Teaching and internal structure

The educational syllabus for the Master Programme includes:

- a classroom training phase: from January 16th, 2019 to mid-July 2019;
- an internship phase with the function of integrating the teaching phase with direct operational experience in companies (mainly partners of the master MAINS), in public and/or private entities, national and/or international bodies: from September 3rd, 2019 to December 18th, 2019.

Details of the structures of the two phases are provided in Annex A).

The training activities are structured mainly with face-to-face lectures. Other teaching methods (for example: on-line meeting, Distance Learning, and e-learning could be adopted at the discretion of the responsible of each teaching module.

The rights and obligations of the Master Programme students and the relations between the students and the School's facilities are ruled by the Master Programme procedural guidelines for students and by the U.O. Alta Formazione procedural guidelines for students.

Art. 6 - Project Work

Participants have an obligation to submit a Project Work at the end of the internship phase regarding the topics covered by the internship.

The Project Work is to be discussed publicly by and no later than the first available session of the academic year after the Master Programme has been concluded.

The Project Work is to be registered in digital format, for subsequent publication, in the Sant'Anna School of Advanced Studies' online theses archive, in compliance with the timing indicated in the Master Programme Procedural Guidelines.

Art. 7 - Admission requirements

An application for admission may be submitted by persons (European and/or NON European citizens) who have gained a 5 years master's degree (Ministerial Decree (D.M.) No. 270/2004), a 4 years master's degree, according to the Ministerial Decree No. 509/1999, or a 5-year degree based on university level education or equivalent academic qualification obtained by the expiring date of this call for applications, at an Italian or foreign University or University Institute of equal standing.



Applicants shall have a good knowledge of English language.

Only those who are under 31 (-years-old) on December 31st 2018 can apply for the Master MAINS Programme.

An application for admission may also be submitted by undergraduates who have terminated all the progress examinations before the beginning of the Master Programme and expect to obtain the academic qualification during the extraordinary session of the academic year that precedes the start of the Master MAINS.

The Administration may decide, at any time, to exclude a candidate with a motivated decision, if the prescribed requirements have not been met.

Art. 8 – Listeners and guest students

Former students of the Master MAINS, Sant'Anna undergraduate students ("Allievi Ordinari"), Sant'Anna MA/MS students and Sant'Anna PhD Students can be admitted as guest students to attend any module up to a maximum of 3 persons per module. Admission is free and, however, subject to the authorization of the Director of the Master MAINS and the competent bodies of the School, if necessary.

Firms and Institutions that signed a Partnership Agreement with master MAINS could request that some listeners are admitted to one or more modules, regardless of the age limits of the call. Applicants have to present a motivation letter and their curriculum vitae. Admission as a guest listener is subject to the authorization of the Director of the Master MAINS and is subject to free places being available. It may be subject to a fee, according to previous agreement with partner firms and institutions.

Guest students and listeners cannot sit the intermediate and final verification tests or participate to the internship phase. A certificate of attendance of the module(s) is issued at the end of the training programme to the persons who attended at least 80% of the lessons.

Persons who intend to submit the participation application as auditors must enter the requested data at the following e-mail: master-inno@santannapisa.it.

Art. 9 - Admission application

Persons who intend to apply for admission to the Master MAINS must ensure that the requested data has been entered and submit the application exclusively online, at the following address: www.santannapisa/mains/application

The application deadline for the first round of the selection is set on **8th October 2018 (for EU and NON-EU candidates)**, while the application deadline for the second round is set on **6th November 2018 (only for EU candidates)**.

An early bird discount is reserved for candidates applying for the 1st round of selection set on 8th October 2018.

The following documentation, in electronic format, is to be attached to the application:

- self-declaration of the University education qualifications;
- list of examinations taken and the respective marks obtained;
- an up-to-date curriculum vitae, prepared in the European format;
- a letter of motivation;
- other documents considered to be of interest (for example: publication, certificate of disability, etc.);
- photocopy of a currently valid identity document.

Graduating candidates referred to in art. 7 are required to submit a self-declaration with the details of the marks obtained in the progress examinations by attaching the self-declaration to the admission application; undergraduates are also required to indicate the presumed date the educational qualification will be obtained.



Applications received after the deadline or submitted on a form other than the form indicated in this article, whatever the reason, will not be considered.

Falsification of documents and fraudulent statements are punished in accordance with the Italian Criminal Code and the special applicable laws, Art. 75 and Art. 76 of Presidential Decree (D.P.R.) No. 445/2000.

The Institution may monitor the truthfulness of the statements provided and the documents submitted, at any time during the procedure, even after the Master Programme have started, and may request the original documents to be submitted. In the case of false statements, the Institution may decide, at any time, to exclude the candidates from the selection procedure or from the Master Programme, based on a motivated decision issued by the Rector, without prejudice to the resulting criminal liability.

Art. 10 - Selection of candidates

The Master Programme admits a minimum of 15 and a maximum of 24 participants.

The Master Programme Director reserves the right not to initiate the programme, if the minimum number of participants is not reached.

A special Committee appointed by Rector's Decree selects the candidates through the assessment of their educational qualifications and interviews.

The Master MAINS may reserve some places in favour of winners of the INPS scholarship (after special agreements with the INPS Institute) who have obtained an evaluation of 60 out of 100 points or higher by the Committee, as specified in Annex A, although classified after the 24th position. A specific merit ranking will be approved by the Committee, both for the first and for the second selection round.

The Master MAINS may also reserve some places in favour of participants that will be selected, according to agreements signed with partner firms, provided that they receive an evaluation of 60 out of 100 points or higher, as specified in Annex A, although classified after the 24th merit ranking position.

The educational qualifications gained at an Italian University or at an Italian University Institute or at a foreign University or a foreign University Institute of equal standing are assessed by the Selection Committee that reserves the right to request possible supplementary documents/information.

The Committee selects the candidates by allocating the scores as specified in **Annex A** based on an assessment of the educational qualifications submitted and an interview designed to ascertain the basic skills, the motivational profile and the aptitudes of the candidates regarding classroom and group work, in addition to the good knowledge of English language.

The invitation dates are only announced on the Master Programme website. The candidate is personally responsible for verifying the date and time of his/her invitation.

Failing to attend the interview is considered to be a waiver of the candidate's participation in the selection procedure.

The selection procedures are held at the Sant'Anna School of Advanced Studies in Via Cardinale Maffi, No. 27, Pisa. They could also take place on skype, webex or other audio-video communication tools.

Persons who obtained an overall assessment equal or greater than 60 points out of 100 are eligible to be admitted to the Master MAINS, according to the following procedure:

- 1) Some eligible candidates may be directly admitted according to specific agreements signed with INPS, partner firms or affiliated entities, although classified after the 24th position,
- 2) Candidates will be selected from the first call for applications (art. 9), that will directly assign up to 50% of the maximum number of participants (i.e. 12 candidates).
- 3) The remaining eligible candidates from the first call will be included in the joint ranking with the applicants to the second call.

The younger candidate will have precedence in the case of ex aequo.



At the end of the selection procedure the Sant'Anna School of Advanced Studies duly approves the selection documents and the merit ranking that indicates the successful candidates based on a decision issued by the Decree, subject to verifying the requirements and the educational qualifications stated. The outcome of the selection is published on the Sant'Anna School website and Master Programme website and is only communicated to the persons who have been admitted, and is sent to the e-mail address indicated by the candidate in the admission application. The undergraduates referred to in art. 7, who are considered suitable are admitted "subject to reserve" until the degree has been obtained within the time periods indicated in art. 7.

Art. 11 - Acceptance procedure and method of payment

Successful candidates who wish to attend the Master Programme are required to confirm their attendance by the deadline and in accordance with the procedures indicated in the admission notice, by transmitting the following documents to the Sant'Anna School of Advanced Studies - Higher Training Institute:

- confirmation of attendance, signed by the successful candidate;
- a copy of the payment of the enrolment fee.

Successful candidates holding academic qualifications obtained abroad (EU and NON-EU countries) are required to submit the following documentation by the deadline indicated to confirm attendance, in addition to the documentation referred to in the preceding paragraph:

- a copy of the original degree translated and authenticated by the competent Italian Diplomatic Authorities of the country in which the institution that issued the educational qualification is located, if the language differs from English/French/Spanish/German;
- a "Certificate of Equivalence of Qualification" of the educational qualification obtained abroad issued by the competent Italian diplomatic or consular representations of the country in which the educational qualification was obtained;
- a certificate with a list of the examinations taken translated and authenticated by the same authorities.

Candidates admitted "subject to reserve" pursuant to art. 10, last paragraph, are required to submit to the Administration Office of the U.O. Alta Formazione a self-declaration of the University degree obtained, within one month from the date of obtaining the educational qualification, under penalty of exclusion.

At the beginning of the educational activities, students are required to submit to the Administration Office of the Higher Education Institute a revenue stamp with a value of € 16.00 to be affixed to the admission application in order to regularise the attendance of the Master Programme.

Art. 12 - Enrolment fee and grants

The Master Programme enrolment fee amounts to € 8.000,00 (payable in € 4.000,00 at the acceptance, and one instalment of € 4.000,00 by April 1st 2019).

An early bird discount is reserved for candidates applying for the first round of selection set on 8th October 2018. For early birds, the course fee is € 7.000,00 (payable in € 3.000,00 at the acceptance, and one instalment of € 4.000,00, by April 1st 2019).

Enrolment fees include the attendance of all the lessons, practical exercises, access to the e-learning platform for the whole academic year, educational material, support to prepare the Project Work and the revenue stamp amounting to € 16.00 that shall be affixed to the Training and Orientation Internship Agreement and the diploma. Travelling expenses, board and lodging expenses are to be borne by each participant.

Payments are to be made by bank transfer to the c/a registered to the Sant'Anna School of Advanced Studies at Banca Unicredit S.p.A. Pisa Branch, Piazza Garibaldi, IBAN: IT 32 0 02008 14006 000401272765, with the following reason for payment: "quota or instalment number (for example: 1st instalment) – MAINS – student's name and surname".

It is possible to pay the enrolment fee in instalments. The U.O. Alta Formazione of the Sant'Anna School of Advanced Studies will notify this payment solution to the candidate in the letter of admission.



Grants which cover the enrolment fee, in full or in part, may be provided by public or private Institutions. These grants are assigned on the basis of the selection ranking, if they are not directly assigned according to the preferences of the financing institutions.

Successful candidates who receive grants to cover the whole of the enrolment fee are required to pay € 2.500,00 as a deposit, at the time of acceptance. This deposit will be refunded at the end of the educational section of the Master Programme. If the grant is waived, after acceptance, or if the attendance of the Master Programme is interrupted then any entitlement to maintain the grant in question will cease to apply, and the full amount of fees will be due.

If attendance to the Master Programme is waived prior to the start of the Programme, then candidates forfeit the right to be refunded the amount paid as the 1st instalment or as the deposit.

If attendance of the Master Programme is interrupted, candidates have an obligation to pay the enrolment fee up to the date attendance of the Master Programme is interrupted.

Pursuant to art. 9, paragraph 2 of Legislative Decree No. 68/2012 the Institution grants total exemption regarding payment of the enrolment fee in the case of students with disabilities, acknowledged to be equal to or greater than sixty-six percent, in accordance with art. 3, paragraph 1 of Law No. 104/1992, and applies a 1.5% reduction for every percentage point of disability in the case of students who have been acknowledged a disability of less than sixty-six percent. A student that intends to take advantage of the exemption or the reduction is required to attach an appropriate certificate to the online application.

Art. 13 - Educational Qualification issued

At the end of the Master Programme, the Institution issues a second-level University Master's Degree, pursuant to art. 3 of Ministerial Decree No. 270/2004, as subsequently amended, to students who attended the entire training syllabus regularly and successfully - in accordance with the requirements specified in the Disciplinary Regulations - and who are up-to-date with the payment of the enrolment fee.

Art. 14 - Person responsible for the selection procedure, personal data processing and prevention of corruption measures

Under the art. 5 of the Act n. 241/90 and ff.mm., the person in charge of the competition procedure is Mrs. Elena Cambi, Head of the U.O. Higher Education - Sant'Anna School of Advanced Studies - Via Maffi 27, 56127 Pisa - tel. 050/882645 - fax 050/882633 - e-mail: altaformazione@santannapisa.it.

Sant'Anna School of Advanced Studies (hereinafter the "School"), as Data Controller, under the article 13 of the EU General Data Protection Regulation n. 679/2016 and under the Italian Legislative Decree 30 June 2003 ("Privacy Code regarding the protection of personal data") with regard to the processing of personal data, an on his behalf, the authorized internal processor is Roberta Chiordi, roberta.chiordi@santannapisa.it, Head of the UO Alta Formazione. Other employees of the UO Alta Formazione office and Didactical Office, other Training Education Course / Master Course coordinator, and evaluation committees members will be instructed and authorized to the data processing.

Your personal data (e.g. name, surname, contact information, and all the data filled in the above forms) will be processed by the School in order to:

1. Proceed this competition test
2. Create the career record.

The legal basis of the data processing are the performance of a contract (article 6 sub b Reg. EU 679/2016), and public interest (art. 6 sub e) Reg. EU 679/2016).

In addition, we will automated process your personal data to pursue the above-mentioned public purposes as well as we will process your anonymized data for statistics.

It is assured that your data will be processed in compliance with the principles of correctness, lawfulness, transparency, and Public Administration efficiency under the European and national legislation on the topic (Reg. EU 679/2016 and Legislative Decree 196/2003) for an unlimited period as stated in the "Massimario di conservazione" Act



of the School. As data subjects, you shall have the right to obtain at any time confirmation as to whether or not personal data concerning them exist, to be informed of the content and source of such data, to check their accuracy and request integration, updating or rectification, as well as to have the processing of your personal data restricted and any unlawfully processed data erased, made anonymous or blocked. You shall exercise your rights, submitting your request to the Sant'Anna School Office U.O. Alta Formazione, Via Maffi, 27 – 56127 Pisa, e-mail: altaformazione@santannapisa.it, as well as to the following e-mail address: privacy@santannapisa.it. You may also lodge a complaint to «Italian Data Protection Authority».

For further information, please, contact the School «Data Protection Officer», e-mail address: dpo@santannapisa.it. The Sant'Anna School of Advanced Studies operates in compliance with the legislation on the prevention of corruption (L.190 / 2012) applying the measures identified in the "Three-year Corruption Prevention Plan" published in the "Transparent Administration" section of the institutional website at: www.santannapisa.it.



Annex A

Master PROGRAMME in “Management of Innovation - MAINS”, new edition, 2018/19 academic year			
Director of Master Programme	Prof. Roberto Barontini		
Start date	January 16th, 2019	End date	December 18th, 2019.
Enrolment deadline	8th October 2018 – 1st round (for EU and NON-EU candidates); 6th November 2018 – 2nd round (for EU candidates).	Places available	minimum 15 maximum 24 participants
Educational objectives	<p>The Master Programme has the objective of providing knowledge, methods and instruments, which focus on the management of innovation. This intensive full-time program has been designed for high potential students who want to build competences in general management, and at the same time, aspire to have a strategic impact in the organization they will work for, operating in the area of innovation. As a complex and inspiring discipline, innovation requires critical thinking, skills and determination; that is why Master MAINS recruits bright students in a variety of disciplines and builds a real interdisciplinary environment, with the aim to develop a broad and in-depth understanding of innovation dynamics in the age of digital transformation.</p> <p>To achieve this goal, Master MAINS provides a first-class curriculum, covering the diverse areas linked to innovation, from strategy and business model innovation to Big Data, R&D management, management of "industry 4.0" technologies, Project and Risk management, Knowledge and Change management, and many other topics. This wide range of courses allows the students to grasp all the mega trends in the innovation area, building both analytical and communication tools.</p> <p>Students enrolled in the Master MAINS live a challenging intellectual and interdisciplinary experience, interacting with leading scholars, first-class partner firms, and the academic and business opportunities of Sant'Anna School.</p>		
Teaching and internal structure	<p>The Master Programme syllabus is organized over two periods:</p> <ul style="list-style-type: none"> - a classroom training phase: from January 16th, 2019 to mid-July 2019; - an internship phase with the function of integrating the teaching phase with direct operational experience in companies (mainly partners of the master MAINS), or in public and private entities: from September 3rd, 2019 to December 18th, 2019. <p>The Master Programme is structured in 5 main areas:</p> <ol style="list-style-type: none"> 1. MANAGEMENT: <i>Business Models, Managing Teams, Financial analysis: cost & performance, Organization and Human Resources Management, Marketing: conventional, non-conventional, neuromarketing, New Manufacturing in Industry 4.0, Business Marketing & Digital Supply Chains, Project and Risk Management, Corporate Social Responsibility (CSR) & Sustainability Management</i>; 2. TECHNOLOGIES FOR BUSINESS INTELLIGENCE: <i>Databases & Business Intelligence, Big Data & Artificial Intelligence, Data Mining & Machine Learning</i>; 3. INNOVATION MANAGEMENT: <i>Business Model Innovation, R&D and Innovation Management, Financing Innovation, Smart Services: Design & Management, E-business, Knowledge Management, Change Management</i>; 4. LABORATORY ACTIVITIES (“Innovation Lab”): team composed of students, scholars and delegates of partner firms work together on new business models, developed on topics identified by the partner companies; 5. BUSINESS INTERNSHIP: the students shall produce a written dissertation (Master thesis) about the project work carried out during the internship. <p>The Master is organised as follows:</p> <ul style="list-style-type: none"> ▪ Didactic phase, made up of four main areas for a total of 900 hours (excluding individual study and examinations), to be held from January 16th, 2019 to mid-July 2019; 		



	<ul style="list-style-type: none"> ▪ Mid-term examinations, from January 2019 to July 2019; ▪ Internship experience, for a total of 600 hours, to be held approximately between September 3rd, 2019 to December 18th, 2019, in partner companies, public and/or private entities, national and/or international bodies. <p>The Master course comprises activities for a total of 79 university credits (ECTS): 46 for the front lectures (650 hours), 9 for the Laboratory activities (Innovation Lab) and 24 for the internship (600 hours).</p> <p>Class attendance is compulsory. Classes will be held from Monday to Friday: <i>Morning: from 9.00 a.m. to 1.00 p.m.</i> <i>Afternoon: from 2.00 p.m. to 6.00 p.m.</i></p> <p>Some teaching modules will be held jointly with the master degree in "Innovation Management (MAIN)", organized with the University of Trento (Italy).</p> <p>During the laboratory activities ("Innovation Lab"), the students (divided into groups of 4 or 5) carry out research activities on topics covered in classroom, together with the partner-companies of the Master.</p> <p>The rights and duties of the students of the Master Programme, as well as the use of Scuola facilities, are regulated by "General Rules and Regulations for University Master – 1st level degree and University Master – 2nd level degree of the Sant'Anna School" and by the Rules and Regulations of the Master "MAINS – Management of innovation".</p> <p>The official language is English.</p>
European Credit Transfer and Accumulation System (ECTS)	<p>Gaining a Master Degree entitles the student to be acknowledged a maximum of 79 ECTS. The acquisition of at least 60 ECTS is required in order to gain a Master Degree.</p>
Selection criteria	<p>The <u>educational qualification</u> (max 30 points) will be assessed on the basis of the following parameters:</p> <ul style="list-style-type: none"> – duration of university studies (up to a maximum of 4 points); – type of master degree obtained (up to a maximum of 6 points); – academic curriculum (MD final mark or grades of the exams given, if graduating) (up to a maximum of 6 points); – candidate's age (up to a maximum of 4 points); – professional experiences, post-graduate training courses (type and duration) publications and research activities (up to a maximum of 10 points). <p>Only candidates who obtained a score equal to or greater than 8 points in the educational qualification assessments will be admitted to the subsequent oral tests (Technical and Motivational interviews).</p> <p><u>The Interview and/or aptitude test</u> (max 70 points) will aim to assess the basic skills, the motivational profile and the aptitudes of the candidates regarding classroom and group work and also the assess the English language level.</p> <p>Persons who obtained an overall assessment equal or greater than 60 points out of 100 are eligible to be admitted to the Master MAINS, according to the following procedure:</p> <ol style="list-style-type: none"> 1) Some eligible candidates may be directly admitted according to specific agreements signed with INPS, partner firms or affiliated entities, although classified after the 24th position, 2) Candidates will be selected from the first call for applications (art. 9), that will directly assign up to 50% of the maximum number of participants (i.e. 12 candidates). 3) The remaining eligible candidates from the first call will be included in the joint ranking with the applicants to the second call. 4) The MAINS may also reserve some places in favour of participants that will be selected, according to agreements signed with partner firms, provided that they receive an evaluation of 60 out of 100 points or higher, although classified after the



	<p>24th merit ranking position.</p> <p>The younger candidate will have precedence in the case of ex aequo.</p>
<p>Fees and method of payment</p>	<p>The Master Programme enrolment fee amounts to € 8.000,00 (payable in € 4.000,00 at the acceptance, and one instalment of € 4.000,00 by April 1st 2019).</p> <p>An early bird discount is reserved for candidates applying for the first round of selection set on 8th October 2018. For early birds, the course fee is € 7.000,00 (payable in € 3.000,00 at the acceptance, and one instalment of € 4.000,00, by April 1st 2019).</p> <p>Enrolment fees include the attendance of all the lessons, practical exercises, access to the e-learning platform for the whole academic year, educational material, support to prepare the Project Work and the revenue stamp amounting to € 16.00 that shall be affixed to the Training and Orientation Internship Agreement and the diploma. Travelling expenses, board and lodging expenses are to be borne by each participant.</p> <p>Payments are to be made by bank transfer to the c/a registered to the Sant'Anna School of Advanced Studies at Banca Unicredit S.p.A. Pisa Branch, Piazza Garibaldi, IBAN: IT 32 0 02008 14006 000401272765, with the following reason for payment: "quota or instalment number (for example: 1st instalment) – MAINS – student's name and surname".</p> <p>It is possible to pay the enrolment fee in instalments. The U.O Alta Formazione of the Sant'Anna School of Advanced Studies will notify this payment solution to the candidate in the letter of admission.</p> <p>Successful candidates who receive grants to cover the whole of the enrolment fee are required to pay € 2.500,00 as a deposit, at the time of acceptance. This deposit will be refunded at the end of the educational section of the Master Programme. If the grant is waived, after acceptance, or if the attendance of the Master Programme is interrupted then any entitlement to maintain the grant in question will cease to apply, and the full amount of fees will be due.</p> <p>If attendance to the Master Programme is waived prior to the start of the Programme, then candidates forfeit the right to be refunded the amount paid as the 1st instalment or as the deposit.</p> <p>If attendance of the Master Programme is interrupted, candidates have an obligation to pay the enrolment fee up to the date attendance of the Master Programme is interrupted.</p>
<p>Grant foreseen and method of allocation</p>	<p>At the time of the publication of this call, the partner companies of the Master MAINS are: Amadeus, Arval, Cabel, Engineering, IBM, Illogic, Intesa Sanpaolo, Leroy Merlin, Piaggio, Telespazio.</p> <p>Grants which cover the enrolment fee, in full or in part, may be provided by public or private Institutions. These grants are assigned on the basis of the selection ranking, if they are not directly assigned according to the preferences of the financing institutions.</p> <p>Grants covering the enrolment fee (in full or in part) may be provided by public or private Institutions. These grants are provided discretionally by the Selection Committee on the basis of the selection ranking, if they are not directly assigned according to the preferences of the financing institutions, even if the candidate is classified after the 24th position, provided that he/she receives an evaluation of 60 out of 100 points or higher (as specified in Art. 10).</p> <p>The National Social Security Institute (INPS) may provide some scholarships to cover the enrolment fee (in full). These grants are in favour of the children and for orphans of retired users of the Public Employees Management, or parents registered for the Unitary Management of credit and social benefits ("Gestione dipendenti pubblici o di iscritti alla Gestione unitaria delle prestazioni creditizie e sociali").</p> <p>Italian candidates interested in INPS scholarship must apply to apply both on INPS website and on Master MAINS website by the deadline for application at the Master programme.</p> <p>Some places will be reserved for winners of the INPS scholarship even if the candidate</p>



	is classified after the 24th position, provided that he/she receives an evaluation of 60 out of 100 points or higher (as specified in Art. 10). The Master may also reserve some places in favour of affiliated Entities after special agreements have been entered into, subject to assessment by the Selection Committee.		
Contacts	website: www.innovation.santannapisa.it	e-mail: master-inno@santannapisa.it	Tel: +39 050-88.2617